



# **KALAMAZOO PUBLIC LIBRARY**

***2021-2024***

***Diversity Equity Inclusion Strategic Plan***

This report and subsequent recommendations are a result of an effort to create a public library environment where Diversity, Equity, and Inclusion (DEI) is purposefully and strategically woven into the fabric of all things KPL. In March 2021 the library engaged DEI consultant Michelle Crockett, Chief Diversity Officer at Miller Canfield, to lead the planning and provide recommendations.

Diversity, equity and inclusion must be foundational for all the library does and must be core to all strategic decisions and day to day operations. KPL believes that a culture embracing DEI is instrumental to all that it aspires to be and hopes to accomplish. To properly move KPL toward the aspirational aims of DEI, we must also recognize the significant challenges and accomplishments over the years by those working to make KPL a more diverse, equitable and inclusive place. At the same time, there must be acknowledgment of the ways that the library has not fully attained aspirational goals of being diverse, equitable and inclusive.

Implementation begins with submission of the library board-adopted DEI Strategic Plan to administration and staff. How the library prioritizes, incorporates, and supports planning will be crucial for execution and success. Implementation will require organizational-wide commitment and accountability, and consistent, systemwide application. Financial resources will be necessary for staffing costs, accessibility and inclusivity improvements, and employee training. Internal and external accountability is key. The library will need to measure the effectiveness of recommended activities and make adjustments and corrections ongoing. Benchmarks need to be established, and reports must regularly and transparently convey the progress or lack thereof. A public dashboard will provide the means for the library's community to understand the plan and where the library stands at any point.

To establish a framework for making KPL a local leader in diversity, equity and inclusion, we must all work together to advance DEI throughout every part of the library. We must hold ourselves accountable for prioritizing this essential work, adopting initiatives to make progress and achieve meaningful and measurable results.

## **BACKGROUND**

Kalamazoo Public Library was organized in 1860 and began serving the general public in 1872. KPL now serves a population of approximately 124,000 through five locations, and a mobile library. KPL offers its constituents an extensive collection of books, movies, music and strives to provide year-round programming for all age groups. KPL's accolades and awards include:

- 2002 National Library of the Year award by Library Journal
- 2011 State History Award for the local history section of its website
- 2012 Michigan State Librarian's Citation of Excellence Award
- 2017 Award of Merit from the Kalamazoo Historic Preservation Commission
- 2021 Community Inclusion Award from Disability Network Southwest Michigan

The following definitions, and the actions they prompt, position KPL within a larger movement toward social justice and are intended to serve as a mechanism to ensure the library upholds DEI at all institutional levels for public and staffing activities.

### **Diversity, Equity, and Inclusion as Defined by the American Library Association:**

- **Diversity** can be defined as the sum of the ways that people are both alike and different. When we recognize, value, and embrace diversity, we are recognizing, valuing, and embracing the uniqueness of each individual.
- **Equity** takes difference into account to ensure a fair process and, ultimately, a fair outcome. Equity recognizes that some groups were (and are) disadvantaged in accessing educational and employment opportunities and are, therefore, underrepresented or marginalized in many organizations and institutions. Equity, therefore, means increasing diversity by ameliorating conditions of disadvantaged groups.
- **Inclusion** means an environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success.

It is important for contextual purposes to recognize the starting point for the Library as it formalizes its DEI plan. The following content, which includes history and demographics, is not all encompassing in terms of describing the measures KPL has previously taken to address issues of diversity, equity, and inclusion prior to 2021. However, this context does provide an idea of where the Library has been, and where it is today.

### **History of DEI and Anti-Racism Work at KPL**

Kalamazoo Public Library recognizes that diversity, equity, and inclusion effects all aspects of work at the library and within the community it serves. This work includes addressing, dismantling, and transforming policies, structures, and biases throughout the organization.

In 2002 a Diversity Taskforce was formed to explore and promote issues of diversity within KPL. The taskforce sponsored staff events, represented the library in community events, and offered scholarships to hourly staff. In 2003, the Diversity Taskforce (later the Diversity Committee) recommended that the library send many staff to the "Healing Racism" antiracism workshop in Grand Rapids in 2004 and 2005. Beginning in 2006, KPL sent employees to workshops sponsored by Eliminating Racism & Claiming/Celebrating Equity (ERACCE) and presented by Crossroads Antiracism Organizing & Training. Since 2006, many staff and board members have attended the Understanding & Analyzing Systemic Racism Workshop.

It was through the library's continued relationship with ERACCE and Crossroads that the committee decided to explore the possibility of more defined antiracism work, forming a Planning and Design Taskforce to investigate the creation of an Antiracism Transformation Team. The library's Antiracism Transformation Team was formed with Board of Trustees approval in April 2013, and with initial funding provided by the Kalamazoo Community Foundation and the Fetzer Institute. The Antiracism Transformation Team is composed of library staff members and community members and its charge is to provide leadership, direction and coordination in the work of dismantling racist systems by investigating and recommending revision to external and internal policies and procedures, addressing internal

commitment and supporting and engaging staff and the community in building an antiracist identity and culture.

In August 2016, the library board of trustees took action to commit KPL to address equal justice under the law, racial justice, and institutional racism by establishing a Social Justice Resolution.

### **KPL Social Justice Resolution**

*WHEREAS, The Kalamazoo Public Library has a vision to have a community inspired by collaborative connections to one another; and*

*WHEREAS, KPL values compassion and champions everyone's right to be welcome in a safe environment in the library and in the wider community; and*

*WHEREAS, KPL shares the belief in a fundamental right to live without discrimination and supports the movement for social justice; and*

*WHEREAS, KPL recognizes through its programming that open access to materials and media including those on racial equality and social justice can open minds and change the world by changing perspectives, and*

*WHEREAS, KPL has determined that it is necessary to explicitly affirm its position on the concepts of equal justice under the law, racial justice and institutional racism and human dignity for all;*

*NOW, THEREFORE, BE IT RESOLVED that KPL recommits itself to address equal justice under the law, racial justice and institutional racism, social-economic divisions in our community and human dignity for all through our programs, services, policies, practices and the empowerment of staff to serve our community with these values as priorities.*

### **Recent DEI Work**

The library's 2019-2022 Strategic Plan (The KPL Plan) addressed KPL's attention to DEI explicitly in the Priority and Goals of "Advancing Equity and Inclusion" to:

- 1) Provide equal access to library services, collections, and programs to everyone in the community, free from barriers.
- 2) Develop and maintain an informed and compassionate staff that reflects the makeup of the community.

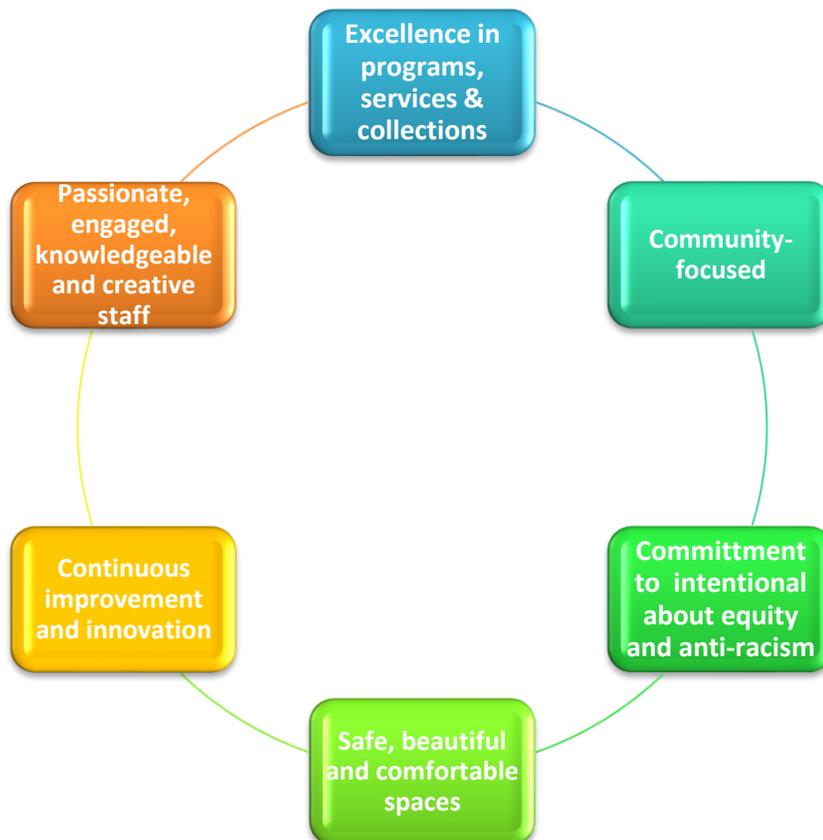
Specific strategies within the KPL Plan have led the library to recently move towards a fine-free environment, provide a mobile library for non-traditional outreach, and offer "peer navigator" social service support for patrons in need. To address staffing the library with employees who reflect the community, the library implemented stronger recruitment and hiring practices with the intent to reach larger pools of candidates and increase accessibility to employment applications. Job interviews for positions at all levels of the organization are conducted by selection teams that must include BIPOC hiring managers. Additionally, the library encourages future local librarians through Employment for Education (EFE) student opportunities, and a new annual scholarship for students of color interested in librarianship.

The library implemented the Racial Equity Assessment (REA) in 2019 as a tool to help staff develop and evaluate policies, programs, and services. It is designed to facilitate conscious consideration of equity and examination of how communities of color, low-income and other marginalized populations will be affected by a proposed action or decision. The REA provides an anti-racist lens to the idea-development process, and is DEI work in application.

ONEplace@KPL is a center for non-profit capacity building activities for Kalamazoo County residents and organizations, and provides many trainings, workshops and board development opportunities each year. Courtesy of a 5-year grant from the Stryker-Johnston Foundation, beginning in 2021 ONEplace has increased its staffing and offerings to provide more anti-racism and equity-based training to non-profits.

In 2019, a site accessibility audit conducted by Disability Network Southwest Michigan provided the library with recommended and required improvements to facilities, signage, and overall safety at every library location. The library provides adaptive technology for public access including accessible workstations, "JAWS" readers, adaptive trackpads, book magnifiers, ADA accessible online catalog, and hearing loops. KPL's website and print materials are designed to adhere to ADA requirements.

In accordance with KPL's 2019-2022 Strategic Plan, the vision of the organization is to lead a stronger community through literacy, learning and innovation. Community aspirations include: 1) equitable and inclusive; 2) literate and educated; 3) informed; and 4) creative. In addition, KPL's noted core values are:



KPL's 2019-2022 key priorities are described as follows (in pertinent part):



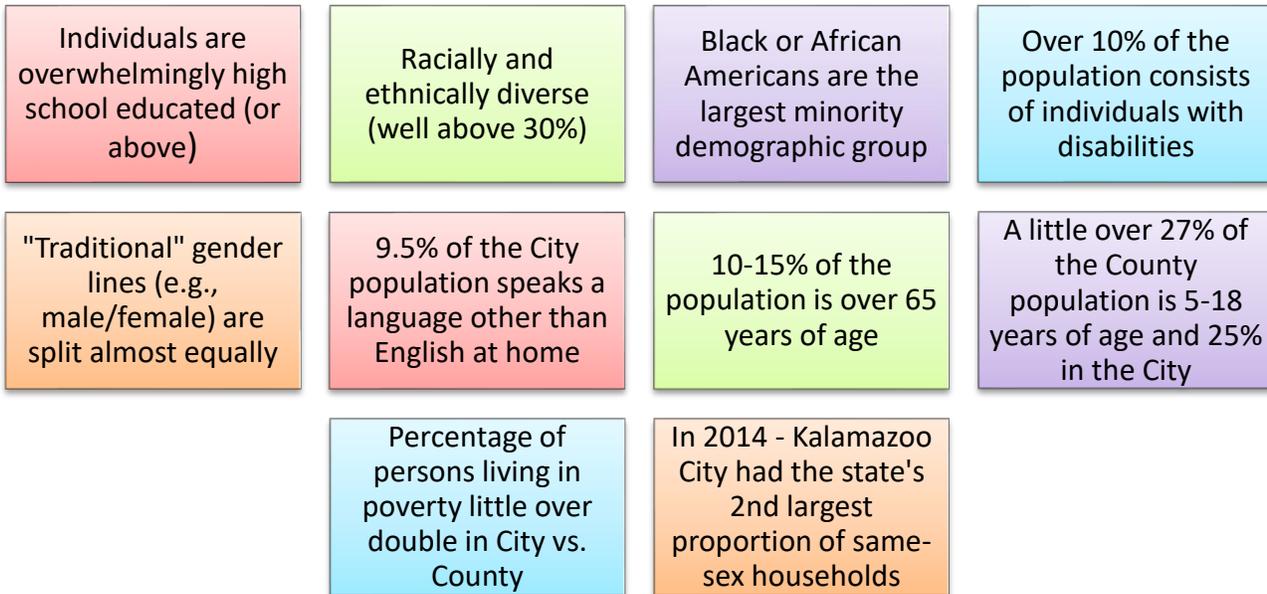
## **Kalamazoo County & City Demographics**

As of July 1, 2019, the U.S. Census Bureau estimated the total population of Kalamazoo County to be 265,066. This is an increase from 2010 when the County's population was 250,331. The population of the City of Kalamazoo similarly increased between 2010 and 2019, rising from 74,262 to 76,200.

<b>DEMOGRAPHIC</b>	<b>% OF OVERALL COUNTY POPULATION</b>	<b>% OF OVERALL CITY POPULATION</b>
Persons under 5 years	5.8%	5.9%
Persons under 18 years	18.8%	21.5%
Persons 65 years +	10.4%	15.4%
Females	50.7%	51.1%
Males	49.3%	48.9%
White (not Hispanic/Latino)	63.3%	77%
Black or African American	22.2%	11.8%
American Indian/Alaskan Native	0.2%	0.5%
Asian	2.1%	2.8%
Native Hawaiian/Pacific Islander	0.0%	0.1%
Two or more races	6.6%	3.6%
Hispanic/Latino	7.6%	5.2%
Veterans	5.5%	5.9%
Foreign born persons	5.7%	5.2%
Language other than English spoken at home – persons 5 years+	9.5%	7.3%
High school graduate or higher	89.4%	93.6%
Bachelor's degree or higher	33.8%	38.8%
Persons with a disability under age 65	12.4%	9.5%
Persons living in poverty ( <i>e.g.</i> , family of 4 with a median household income of \$25,750 or lower)	28.4% (Note: Median household income = \$41,774)	13.3% (Note: median household income = \$56,511)

Statistical information about the LGBTQ+ population has been historically sparse to date. In February 2020, the U.S. Census Bureau announced that an attempt would be made to count everyone in the United States, regardless of their nationality or sexual orientation. By doing so, responses from the LGBTQ+ community will provide reliable data to inform advocates, policymakers and researchers going forward. The data currently available that provides a glimpse of the LGBTQ+ demographic representation state-wide, and more specifically, in Kalamazoo. For example, according to a study conducted by the Williams Institute in 2019, Michigan's LGBTQ+ population was 4.0%. In addition, 2014 U.S. Census figures showed that Kalamazoo County had the state's second-largest proportion of same-sex households.

In sum, notable highlights from this data demonstrate that the population KPL serves is comprised of the following:



**KPL Patron Demographics**

KPL does not collect demographic information of its actual patron base, beyond tracking residency by zip code or geographical boundary. The library should attempt to collect more patron demographic information through regular surveying to determine who it is serving—or *not serving*. “Patrons” are defined as those who have an active library card for purposes of checking out materials or signing onto public computers. However, it is recognized that many residents use the library for purposes other than checking out books and using computers, and thus may not be counted in statistics as patrons. Examples of this type of patron activity include those who simply visit a physical library location for meeting or study room activities, visit the mobile library, utilize a service such as fax/copy, notary, Law Library; attend a program, or use KPL.gov resources.

Approximately 54% of the library’s active patrons live in the City of Kalamazoo, 35% reside outside city boundaries but within the library’s legal service area of Kalamazoo Township, Oshtemo Township, and Texas Township (all within Kalamazoo County), and 11% live in neighboring reciprocal library communities.

**KPL Staff Demographics**

In April 2021, 159 staff members were employed at KPL. The library’s staff is comprised of both full and part-time salaried and part-time hourly including represented (Librarian, Library Assistant, Library Aide and Hourly FM employees) and non-represented (Administration, Supervisory-Technical, Interns and Subs) staff.

Apr-21	Overall	Admin- istration	Supervisory- Technical	Librarians	Library Assistants	Library aides	Interns	FM hourly	Subs
Staff Census	159	8	16	25	38	46	10	4	12
<18 yrs	1.9%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	0.0%	0.0%
18-40 yrs.	43.4%	0.0%	25.0%	52.0%	44.7%	52.2%	100.0%	25.0%	8.3%
41-65 yrs.	45.3%	100.0%	75.0%	40.0%	50.0%	34.8%	0.0%	75.0%	33.3%
65+	8.8%	0.0%	0.0%	8.0%	5.3%	6.5%	0.0%	0.0%	58.3%
Female	57.9%	25.0%	37.5%	68.0%	57.9%	71.7%	20.0%	0.0%	83.3%
Male	42.1%	75.0%	62.5%	32.0%	42.1%	28.3%	80.0%	100.0%	16.7%
White	65.4%	75.0%	75.0%	84.0%	63.2%	54.3%	40.0%	50.0%	75.0%
Black/African American	18.9%	12.5%	12.5%	16.0%	31.6%	15.2%	20.0%	50.0%	8.3%
Am. Indian/Alaskan Native	0.6%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%
Asian	2.5%	0.0%	6.3%	0.0%	0.0%	4.3%	10.0%	0.0%	0.0%
Hispanic/Latino	5.7%	0.0%	0.0%	0.0%	5.3%	6.5%	30.0%	0.0%	8.3%
Two or more races	3.1%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	0.0%	8.3%
Unknown/Did not identify	3.8%	12.5%	6.3%	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%
Avg. Tenure	10.2 yrs.	8.9 yrs.	9.1 yrs.	12.6 yrs.	16.7 yrs.	4.4 yrs	.73 yrs	.29 yrs	20.9 yrs

Statistics regarding non-binary gender identification, disability and veteran status have not been comprehensively collected to date. It is recognized that the demographics listed above do not fully represent the multiple and intersecting identities of the KPL staff. It is also important to note that racial identity is obtained and tracked via self-identification by staff.

Although diversity in KPL staffing has improved since the initiation of anti-racism work in the in 2000s, staffing at all levels of the organization do not align proportionately with demographics of the county and city of Kalamazoo.

Upon analysis of the current demographics of the Library, it is clear that the predominant race/ethnicity in all classifications, with the exception of “interns” is White. The greatest concentration of this race is found in the ranks of: 1) subs; 2) Librarian; 3) Librarian Specialist; 4) Librarian Lead; 5) Supervisory Technical; and 6) Administration. Most notably, 90% of the Librarians and 100% of Librarian Leads are White. There are other classifications in which Blacks/African Americans are the only People of Color represented, *e.g.*, FM Hourly; Librarian; Librarian Specialist; and Librarian Manager.

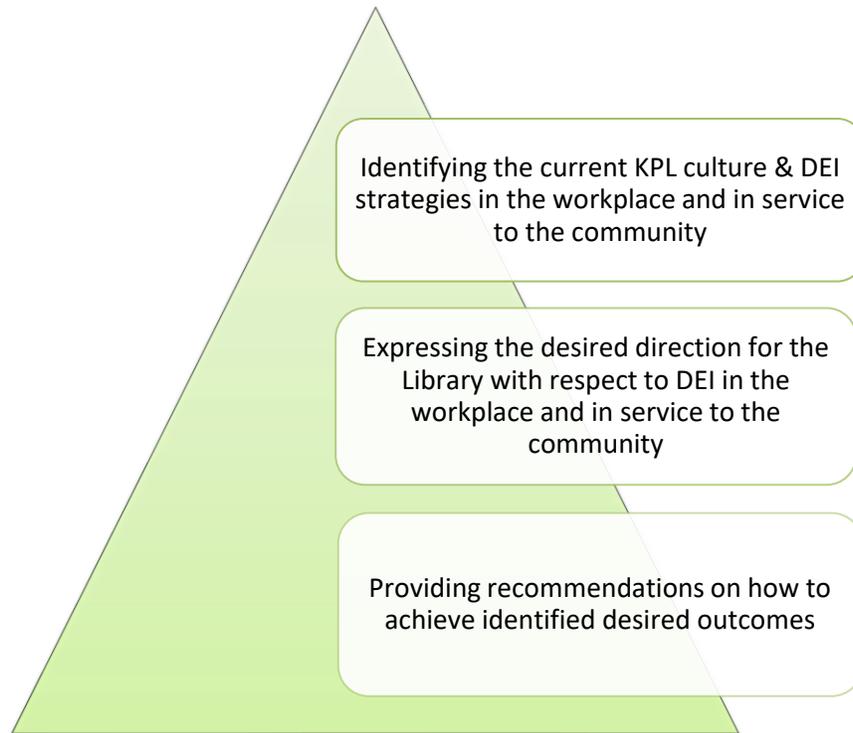
*(See Appendix A for a Summary of KPL Staff Demographics)*

### **DEI Strategic Plan Development**

As outlined above, KPL’s vision, community aspirations and core values, in large part, center around Diversity, Equity and Inclusion (DEI). As such, in 2021 the Library embarked upon the development of a strategic plan that specifically focused on these principles in an effort to ensure that DEI is connected and interlaced with community engagement/interfacing, programming and staffing, such that, KPL reflects and promotes an environment and culture where all are welcome, included and valued.

Over the course of several weeks, internal focus groups were convened which consisted of representatives from every level within Library, *e.g.*, full-time & part-time employees; librarians; library aides; facilities maintenance staff; librarian assistants; security guards; supervisory-technical staff; leadership team members; and members of the Board of Trustees. Each group discussed a specific aspect of DEI: 1) disability; 2) race; 3) religion; 4) generational matters; 5) familial matters; 6) LGBTQ+; and 7) the interplay

between the established Anti-Racism Transformation Team (ARTT) and the ultimate implementation of KPL's DEI strategic plan.<sup>1</sup> The questions posed and exchange of ideas in each session were concentrated in such a way to allow for all participants to provide input as to:



The DEI strategic plan outlined on the following pages is a compilation of input gathered from focus groups and recognized DEI best practices.

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<sup>1</sup> Members of the leadership team and Board of Trustees discussed all matters related to DEI.

# **2021-2024 STRATEGIC GOALS**

GOALS	IMPLEMENTATION STEPS	TARGET COMPLETION DATE
<p><b>1. Recruit &amp; Hire: DEI/Compliance Officer</b></p> <ul style="list-style-type: none"> <li>• Contractor or Member of L-Team</li> <li>• Reports directly to ED &amp; provides monthly reports to KPL Board of Trustees in re: implementation of DEI Plan &amp; Ombudsman duties</li> <li>• Conducts Internal Investigations related to alleged discrimination; harassment; retaliation and any other DEI related concerns in collaboration with HR</li> <li>• Serves as the Library's Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>• Develop job description that includes preference for experience in DEI; HR; ethics; conducting internal investigations; development of and leading organization-wide DEI initiatives; establishing metrics; building and maintaining strategic relationships; strong communication skills; cross cultural sensitivity; demonstrated leadership skills; demonstrated ability to build trust &amp; integrity</li> <li>• Post position – local &amp; national job boards (e.g., Indeed; LinkedIn; DiversityFirst; Michigan Works; Kzoo County government website; KPL website)</li> <li>• Establish process for reviewing resumes; letters of interest (Identify who will be charged with this task e.g., members of L-team; collaboration with KPL Board of Trustees)</li> <li>• Establish Interview Process (identify interviewers; interview panels; questions that will be posed; evaluation tool that will be utilized)</li> <li>• Conduct Interviews</li> <li>• Hire most qualified candidate</li> </ul>	<ul style="list-style-type: none"> <li>• Within the first year of Plan adoption</li> </ul>

GOALS	IMPLEMENTATION STEPS	TARGET COMPLETION DATE
<p><b>2. Inclusion of DEI Plan implementation in Annual Evaluation of ED</b></p>	<ul style="list-style-type: none"> <li>Establish metrics which include the goals and timeline outlined in the approved DEI strategic plan by KPL Board of Trustees in collaboration with ED</li> </ul>	<ul style="list-style-type: none"> <li>Within first year of Plan adoption</li> </ul>
<p><b>3. Creation of Annual Leadership/Mentorship Program</b></p> <ul style="list-style-type: none"> <li>Cohort of 8 to 10 employees representing all levels at KPL</li> <li>Quarterly meetings/sessions with members of L-Team; IT; Senior Librarians; Security; KPL Board of Trustees</li> <li>Develop understanding of KPL org structure; funding; unionized environment; internal policies</li> </ul>	<ul style="list-style-type: none"> <li>Develop program contents &amp; identify requisite and/or corresponding materials for each program session (with the understanding that program contents/focus may be tweaked in accordance with yearly cohort evaluations &amp; assessment of KPL leadership</li> <li>Identify members of L-Team; IT; Senior Librarians; Security; KPL Board of Trustees who will meet with cohort during a given year</li> <li>Identify dates of each program session</li> <li>Establish criteria for selecting cohort participants in a given year</li> <li>Allow cohort to evaluate the program each year</li> </ul>	<ul style="list-style-type: none"> <li>Within first year of Plan adoption</li> </ul>
<p><b>4. Review &amp; Update Internal Policies related to Discrimination; Anti-Harassment; Retaliation; and Complaint Procedure</b></p> <ul style="list-style-type: none"> <li>Ensure legal compliance</li> <li>Align policies with DEI Plan</li> </ul>	<ul style="list-style-type: none"> <li>Engage legal counsel to assist with review and updating of policies</li> <li>Provide organization-wide training on updated policies once approved</li> <li>Implement new policies</li> </ul>	<ul style="list-style-type: none"> <li>Within first year of Plan adoption</li> </ul>

GOALS	IMPLEMENTATION STEPS	TARGET COMPLETION DATE
<p><b>5. Review &amp; Revise Performance Evaluations for All KPL Staff</b></p>	<ul style="list-style-type: none"> <li>Review all evaluation tools to ensure any bias is eliminated via the utilization of objective metrics that are commensurate with duties/responsibilities and expectations for each KPL position</li> <li>Revise evaluation tools as necessary</li> <li>Provide training to supervisors responsible for conducting annual performance evaluations</li> <li>Consistently conduct annual evaluations for all staff</li> </ul>	<ul style="list-style-type: none"> <li>Within first year of Plan adoption</li> </ul>
<p><b>6. Continued consistent utilization of the Racial Equity Assessment Tool for Programming &amp; Policy-related decisions</b></p>	<ul style="list-style-type: none"> <li>Periodically review Racial Equity Assessment Tool to assess applicability and success of utilizing said tool</li> </ul>	<ul style="list-style-type: none"> <li>Throughout 3-year Plan</li> </ul>
<p><b>7. Creation of Employee Resource Groups:</b></p> <ul style="list-style-type: none"> <li><b>Disability</b></li> <li><b>ARTT</b></li> <li><b>LGBTQ+</b></li> <li><b>Parental</b></li> <li><b>Generational</b></li> </ul>	<ul style="list-style-type: none"> <li>DEI/Compliance Officer notifies/informs employees of the creation of these groups &amp; encourages voluntary participation</li> <li>Inaugural meetings are convened via assistance from DEI/Compliance Officer</li> <li>ARTT will establish “Lunch &amp; Learns” on the topic of race equity &amp; will debrief with KPL staff upon completion of ERACCE training</li> <li>Groups meet monthly-provide support to members &amp; develop recommendations for initiatives &amp; training that are provided to DEI/Compliance Officer</li> </ul>	<ul style="list-style-type: none"> <li>Within the first year of Plan adoption</li> </ul>

GOALS	IMPLEMENTATION STEPS	TARGET COMPLETION DATE
<p><b>8. Mandatory Race Equity Training for All KPL Staff</b></p> <ul style="list-style-type: none"> <li>Provide a foundation and common language for all staff in re: race equity with the goal of identifying race; ethnic; cultural annual training for employees beyond 2024</li> </ul>	<ul style="list-style-type: none"> <li>Coordination &amp; Collaboration with Eliminating Racism &amp; Creating/Celebrating Equity (ERACCE) to establish a specific training schedule such that all KPL staff can be trained</li> </ul>	<ul style="list-style-type: none"> <li>Within the first two years of Plan adoption</li> </ul>
<p><b>9. Mandatory Training for KPL Staff With Hiring &amp; Recruiting Responsibilities</b></p> <ul style="list-style-type: none"> <li>Establishing Do's &amp; Don'ts related to hiring and recruiting (from legal and DEI best practices perspective, which includes but is not limited to compliance with MI's Anti-Affirmative Action Constitutional Amendment)</li> <li>Understanding and eliminating bias in all hiring and recruiting processes</li> </ul>	<ul style="list-style-type: none"> <li>DEI/Compliance Officer will identify a trainer or trainers to provide this training for staff</li> <li>Training will be conducted either virtually or in-person</li> <li>DEI/Compliance Officer will establish a schedule to ensure training take place bi-annually for staff charged with these responsibilities beyond 2024</li> </ul>	<ul style="list-style-type: none"> <li>Within the first year of Plan adoption</li> </ul>
<p><b>10. Establish an Accessibility Plan</b></p>	<ul style="list-style-type: none"> <li>Create gender neutral bathrooms in all KPL locations; Partner with State of Michigan and disability organizations to assist with the build-out in accordance with established protocols/best practices</li> <li>Ongoing focus on tech accessibility</li> <li>Continue to follow the Disability Network-prepared site accessibility audit and report out on updates and improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Within first two years of Plan adoption (creation of gender-neutral bathrooms)</li> <li>All other implementation steps &amp; overarching goal will be completed throughout the 3-year Plan</li> </ul>

GOALS	IMPLEMENTATION STEPS	TARGET COMPLETION DATE
<b>11. Mandatory Disability &amp; LGBTQ Training for all KPL Staff</b>	<ul style="list-style-type: none"> <li>• DEI/Compliance Officer will identify a trainer or trainers to conduct these trainings in collaboration with ERG groups</li> <li>• DEI/Compliance Officer will establish a schedule for ongoing trainings on these topics</li> </ul>	<ul style="list-style-type: none"> <li>• Within first two years of Plan adoption</li> </ul>
<b>12. Provide a Floating Religious Holiday for KPL Staff</b>	<ul style="list-style-type: none"> <li>• Include this benefit in KPL written policies &amp; include that information as part of orientation/onboarding</li> </ul>	<ul style="list-style-type: none"> <li>• Within first year of Plan adoption</li> </ul>
<b>13. Continued Development of Programming That Engages &amp; Incorporates issues &amp; interests Amongst All Generations</b>	<ul style="list-style-type: none"> <li>• DEI/Compliance Officer will work in collaboration with ERG groups; L-Team; and Library Staff; and CAFÉ group to increase outreach &amp; identify programming/outreach that is geared towards engaging patrons from all generations</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout 3-year Plan</li> </ul>
<b>14. Quarterly Report Out On KPL Website in re: Progress on DEI Plan</b>	<ul style="list-style-type: none"> <li>• Creation of public-facing dashboard which includes, but will not be limited to, a tracking component in re: the status and/or attainment of DEI goals</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout 3-year Plan</li> </ul>
<b>15. Increase representation of POC; women; members of the LGBTQ+ and disability community across all levels of the organization such that it aligns with overall population of Kalamazoo County &amp; or City</b>	<ul style="list-style-type: none"> <li>• Continue partnering with organizations such as: Michigan Diversity Council; Disability Network; and OutFront Kalamazoo to establish wider recruiting/networking platform</li> <li>• Continue participating in or host job fairs in underrepresented areas of the City/County as well as local colleges and universities</li> <li>• Continue partnering with local schools and higher education to expose students to Library Science and KPL (more</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout 3-year Plan</li> </ul>

	<p>specifically); continue scholarship programs can also be strongly considered</p> <ul style="list-style-type: none"><li>• Identify additional initiatives that will help to improve outreach to various diverse populations</li></ul>	
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## Appendix A

### Summary of KPL Staff Demographics

#### **Total Staff**

Age 41 and older	54%
Age 40 and younger	48%
Female	58%
Male	42%
White	65.4%
Black/African American	18.9%
American Indian/Alaskan	.6%
Asian	2.5%
Hispanic/Latino	5.7%
Two or more races	3.1%
BIPOC	31%
Unknown/did not identify	3.8%

#### **Salaried Staff**

55% of staff are salaried	
Age 41 and older	61%
Age 40 and younger	39%
Female	54%
Male	48%
White	72%
Black/African American	22%
American Indian/Alaskan	0%
Asian	1%
Hispanic/Latino	2%
Two or more races	0%
BIPOC	25%
Unknown/did not identify	2%

#### **Hourly Staff**

45% of staff are hourly	
Age 41 and older	48%
Age 40 and younger	52%
Female	68%
Male	32%
White	84%
Black/African American	16%
American Indian/Alaskan	0%
Asian	0%
Hispanic/Latino	0%
Two or more races	0%
BIPOC	16%
Unknown/did not identify	0%

#### **Administration**

Age 41 and older	100%
Age 40 and younger	0%
Female	25%
Male	75%
White	75%
Black/African American	12.5%
American Indian/Alaskan	0%
Asian	0%
Hispanic/Latino	0%
Two or more races	0%
BIPOC	12.5%
Unknown/did not identify	12.5%

#### **Supervisory-Technical**

Age 41 and older	61%
Age 40 and younger	39%
Female	37%
Male	63%
White	75%
Black/African American	12.5%
American Indian/Alaskan	0%
Asian	6%
Hispanic/Latino	0%
Two or more races	0%
BIPOC	19%
Unknown/did not identify	6%

#### **Librarian**

Age 41 and older	48%
Age 40 and younger	52%
Female	68%
Male	32%
White	84%
Black/African American	16%
American Indian/Alaskan	0%
Asian	0%
Hispanic/Latino	0%
Two or more races	0%
BIPOC	16%
Unknown/did not identify	0%

#### **Librarian Assistant**

Age 41 and older	55%
Age 40 and younger	45%
Female	58%

Male	42%
White	63%
Black/African American	32%
American Indian/Alaskan	0%
Asian	0%
Hispanic/Latino	5%
Two or more races	0%
BIPOC	37%
Unknown/did not identify	0%

**Library Aides**

Age 41 and older	46%
Age 40 and younger	54%
Female	63%
Male	37%
White	56%
Black/African American	17%
American Indian/Alaskan	1%
Asian	4%
Hispanic/Latino	10%
Two or more races	7%
BIPOC	39%
Unknown/did not identify	6%

**Interns**

Age 41 and older	0%
Age 40 and younger	100%
Female	20%
Male	80%
White	40%
Black/African American	20%
American Indian/Alaskan	0%
Asian	10%
Hispanic/Latino	30%
Two or more races	0%
BIPOC	60%
Unknown/did not identify	0%

**FM Hourly**

Age 41 and older	75%
Age 40 and younger	25%
Female	0%
Male	100%
White	50%
Black/African American	50%
American Indian/Alaskan	0%
Asian	0%
Hispanic/Latino	0%
Two or more races	0%
BIPOC	50%
Unknown/did not identify	0%

**Substitute Librarians**

Age 41 and older	92%
Age 40 and younger	8%
Female	83%
Male	17%
White	75%
Black/African American	8%
American Indian/Alaskan	0%
Asian	0%
Hispanic/Latino	8%
Two or more races	8%
BIPOC	25%
Unknown/did not identify	0%

**Supervisors**

Age 41 and older	66%
Age 40 and younger	34%
Female	47%
Male	53%
White	63%
Black/African American	28%
American Indian/Alaskan	0%
Asian	3%
Hispanic/Latino	3
Two or more races	0%
BIPOC	34%
Unknown/did not identify	3%

**Appendix B**  
**Comparison of City, County, and KPL Demographics**

DEMOGRAPHIC	% OF CITY POPULATION	% OF COUNTY POPULATION	% OF OVERALL STAFF (4/2021)
Persons under 5 years	5.8%	5.9%	0.0%
Persons under 18 years	18.8%	21.5%	0.1%
Persons 65 years +	10.4%	15.4%	8.8%
Females	50.7%	51.1%	57.9%
Males	49.3%	48.9%	42.1%
White (not Hispanic/Latino)	63.3%	77.0%	65.4%
Black or African American	22.2%	11.8%	18.9%
American Indian/Alaskan Native	0.2%	0.5%	0.6%
Asian	2.1%	2.8%	2.5%
Native Hawaiian/Pacific Islander	0.0%	0.1%	0.0%
Two or more races	6.6%	3.6%	3.1%
Hispanic/Latino	7.6%	5.2%	5.7%
Veterans	5.5%	5.9%	Not Available (NA)
Foreign born persons	5.7%	5.2%	NA
Language other than English spoken at home – persons 5 years+	9.5%	7.3%	NA
High school graduate or higher	89.4%	93.6%	NA
Bachelor’s degree or higher	33.8%	38.8%	NA
Persons with a disability under age 65	12.4%	9.5%	NA
Persons living in poverty (e.g., family of 4 with a median household income of \$25,750 or lower)	28.4%	13.3%	NA
	(Note: Median household income = \$41,774)	(Note: median household income = \$56,511)	

**Appendix C**  
**KPL BIPOC Employees 2013, 2016, 2021**

